

### CLIENT CASE

# Getting doctors fit for managerial positions



## GZF



**RETO MEIER,**  
HR DIRECTOR,  
GZF

“Suddenly, some of our doctors found themselves in management positions, sometimes on a very high and responsible level. They had never been trained or exposed to this kind of role before. All of them are excellent doctors, and we decided to invest in training so that they could also become excellent managers and leaders.”

## Getting doctors fit for managerial positions

### Challenge

As the health industry was going through many changes over the years, Gesundheitszentrum Fricktal (GZF) experienced certain challenges on both management and leadership levels. Some of the medical staff, especially doctors with high specialised backgrounds, began having dual positions. Apart from being a doctor, they suddenly found themselves in manager’s shoes leading teams within the organisation. Since this was a completely new, challenging environment with different responsibilities for them, GZF decided to equip their doctors with basic managerial skills and tools, so to prepare them for their new and additional roles.

### Solution

GZF decided to trust Krauthammer in building and delivering the training programme because Krauthammer showed them a professional approach that was open and flexible to the specific needs of GZF.

“Krauthammer understood our philosophy perfectly. The consultant got to know our company very well - its origins, values and how it ticks.”

**RETO MEIER, HR DIRECTOR, GZF**

At the same time, the crucial factor that influenced the decision was the Krauthammer consultant’s solid knowledge, experience, and unique ability to make a very strong impact. This was an important factor because the highly skilled healthcare experts’ environment is very specific and it’s a challenge to live up to their expectations, which are founded on their very detailed, demanding and critical approach.

“We are extremely happy with the trainer who designed and delivers the programme. Competitors might have similar content or a similar methodology, but they surely don’t have consultants like Krauthammer has - experienced, charismatic and impactful. My gut feeling tells me that the trainer is the most important one in this game and makes the project a success.”

**RETO MEIER, HR DIRECTOR, GZF**

“I can see a lot of improvement when it comes to the leadership in our everyday work. Our doctors are now very effective and efficient in communication, delegation, motivating their team members and dealing with turbulent situations. It was definitely well invested money,”

**RETO MEIER, HR DIRECTOR,  
GZF**

The GZF Management Training Programme was designed by Krauthammer based on a joint human capital development workshop, where specific values of the institution were created. The purpose of the programme is to shape particular skills and competencies that are crucial in managerial positions, such as feedback culture, developing and motivating others, effective project management etc. Since 2008, all healthcare positions that require leadership skills attend a GZF Management Training Programme as an obligatory step to becoming a management professional.

## Results

So far, over 100 participants have already been trained by Krauthammer and the programme is still running on a yearly basis with a great success.

The impact can be measured by the participants' feedback, which is very positive. The trainer is able to transfer important and sometimes difficult content in a very powerful way, by using KISS (keep it short and simple) and having very high quality materials to support it, such as memo cards or action sheets and concrete commitment from participants to practice and improve.

After 8 years of cooperating, there are visible changes in the quality of management in GZF. The employees are now well-skilled and more leadership oriented in their new roles.

## About GZF

Gesundheitszentrum Fricktal was founded in 1999, in Switzerland through a fusion of two hospitals – Rheinfelden and Laufenburg. At the moment, it is a leader in its region, offering high quality medical service and support to its patients. The organisation's mission is to maintain the position of a competent partner for dealing with health problems and emergency situations, while providing patients with highly qualified medical and nursing care.

## About Krauthammer

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